

SUBJECT: Office of Training

I. General

The training program of the Central Intelligence Agency consists of formal courses and programs, on-the-job training given within the Agency and supplementary training given outside managed by the Director of Training.

CIA's internal training is conducted by an Office of Training (OTR) and by other components of the Agency. The Office of Training, created in 1951, provides training for staff and contract employees of CIA, for agent personnel, and under certain circumstances for personnel from other intelligence services. Training ranges from orientation programs to instruction in job-related skills and covers a broad range of subjects--intelligence collection and production, world affairs, organizational management, information management, clandestine operations, and foreign languages. Instruction is conducted by a professional training staff, by specialists from other elements in the Agency and by guests from Government and the private sector.

II. Training Units

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Language Learning Center

The Language Learning Center (LLC) develops and conducts full-time and part-time courses in 22 languages--including English as a foreign language--for employees assigned in the Headquarters area and, for dependents of employees scheduled for assignments overseas. LLC also conducts foreign language proficiency tests for Agency employees, and processes this information into the Agency's Language Qualifications Register. In coordination with Agency Training Officers, LLC negotiates language training at non-Agency facilities. The Center also provides the Secretariat for the Agency's Language Development Committee. The Center maintains language laboratories at Headquarters and at the Chamber of Commerce Building, a Language Library in C of C and conducts an extensive self-study program.

A recent innovation is the institution of four-week "total immersion" programs in Russian, French and Spanish

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Functional Training Division

This Division develops and conducts mainly skills-training programs. It consolidates in a single division the responsibility for training in Collection, Intelligence Research, Intelligence Production, Communication Skills, Information Science, Management, Supervision, Administration and Clerical skills training programs, and for operations training conducted in the Headquarters area.

The Operations Training Branch provide tutorial instruction in clandestine operations, mainly for personnel under non-official cover, contract personnel, field agents and certain liaison personnel. Training programs are tailored to the needs and limits of the individuals or groups.

The Intelligence and Communications Skills Training Branch provides training in intelligence analysis, writing of intelligence reports, and intelligence briefing. Training for analysts includes requirements, collection programs, processing, storage and retrieval, analytical techniques and methods (including the use of the computer as an analytical tool), methods of each producing office, and uses of finished intelligence.

The Information Science Training Branch provides courses in computer science, operations research, and systems analysis as they relate to intelligence collection, production and support tasks. It also provides segments of instruction on these topics in other OTR courses. Most courses are open to other Intelligence Community agencies and over half of the students are from other agencies.

The Management and Administration Branch conducts courses in supervision and management for all levels of employees; in Agency administrative Headquarters and field procedures and in clerical orientation.

Intelligence Institute

The Intelligence Institute conducts general courses which have as their main objective expanding of the knowledge and perspective of Agency officers about the Agency, the Intelligence Community, and other factors which impact on the intelligence profession. These courses include the Senior Seminar for supergrades and promising GS-15's, the Midcareer Course and the Advanced Intelligence Seminar for middle-level officers and the Intelligence in World Affairs course for new Agency professionals. It also provides general orientation programs: CIA-Today and Tomorrow, and the Administration Review: Trends and Highlights.

Area training is offered on the Soviet Union and other areas. Briefings on CIA, the Intelligence Community and related subjects are provided for a variety of visiting groups and individuals.

The Institute manages the Guest Speaker Program--a series of monthly lectures on a wide variety of subjects in the Agency Auditorium. The lectures are open to employees of CIA and other agencies of the Intelligence Community. The Intelligence Institute is currently developing a capability to conduct research in selected aspects of the intelligence process.

(ADP/EDP courses at various facilities) 420

Languages

(Full and part-time study at government
and non-government facilities) 61

Part-Time Academic Training

(At universities and colleges) 930

Short Courses

(In various disciplines at government
and non-government facilities) 1,311

Correspondence Courses

(Technical courses given, for example, by
the Army and taken by employees in NPIC,
Office of Communications, and the Office
of Logistics) 139
3,015

In compliance with Title 5, USC 4108, the Agency requires continued service agreements for those employees entering training as full-time academic students for a semester or more, and for other non-government training when the cost, including fees, travel, and per diem is over \$1,000. The agreement requires employees to remain with the Agency three times the length of the training, but not less than a year. Failure to fulfill the commitment to the Agency, unless waived by the Deputy Director for Administration, requires the employee to reimburse the Agency for the cost of his training.

The Training Selection Board

The Training Selection Board was established in January 1964 to insure that suitably qualified employees are nominated to represent CIA at certain external programs.

Specifically the members: (1) Recommend nominees for attendance at Senior Officers' Schools and certain executive leadership programs; (2) Approve nominees to attend non-Agency programs in senior management (including university programs), conferences, and seminars.

The Director of Training is Chairman of the Board and represents the Director, While the other members represent the four Directorates. There are representatives from DDI, DDS&T, and the DDO.

Media Center

The concept of a Media Center in the Headquarters Building has been approved. The Center will bring together the OTR and OJCS Self-Study Programs, the University of Maryland Instructional Television Network System, and the Headquarters Language Laboratory.

Off-Campus Program

At the beginning of FY 74, an Agency Off-Campus Program was reinstituted in cooperation with the Northern Virginia Regional Center of the University of Virginia. In the fall semester, 17 courses were given by 16 instructors. There were 261 registrations (representing 238 employees) at a total cost \$18,339. In the spring semester, 16 courses were given by 15 instructors; there were 270 registrations (248 employees) at or a cost of \$18,267. The Agency paid all course costs except the cost of texts.

Self-Study Program

The OTR Self-Study Program enables individual Agency employees to take courses and attend lectures at their own initiative and convenience by the use of video cassette and audio cassette systems. More than 1,700 persons viewed a variety of video cassette programs in FY 74.

University of Maryland Instructional Television Network

The Office of Training is negotiating with the University of Maryland for the installation of an Instructional Television system. It will afford Agency employees the opportunity of taking courses via TV in engineering, science, and management subjects in the Headquarters Building. The system will probably be in operation in 1975.

III. Other OTR Activities

Component Training

The Deputy Directors provide the Office of Training with information on non-OTR, Agency-conducted formal courses. This information is used for the Agency Training Record and for the Annual Report on Component Training prepared by OTR.

For FY 73, 21 Agency components conducted 1,027 runnings of 261 courses for 8,159 students. The total cost, excluding student salaries, was \$2,482,423 for 39,097 student days of training.

External Training

The Director of Training administers the Agency's external training program. This responsibility includes processing applications of CIA employees and enrolling them in courses conducted at non-Agency facilities. In a single year, OTR handles more than 3,000 applications for training at approximately 280 facilities. Some statistics illustrate the scope of the training.

Category

Students

Full-Time Training

(A semester or more including senior officers' schools and management - executive development courses)

The Agency Training Record

The Agency Training Record contains data on OTR, component, and external training as far back as 1946. Printouts are produced regularly for OTR by OJCS in various formats which are made available to the Agency Training Officers. Five of the formats, different from those designed for the Training Officers, are on microfilm and are used in OTR and by the Qualifications Analysis Branch in the Office of Personnel.

Training Officers

The Office of Training conducts its day-to-day business with the other components of the Agency through Training Officers assigned in those components. Presently there are about fifty Training Officers in the Agency. Their principal responsibilities are to assist Personnel Officers and supervisors in determining training best suited to their careerists and to enroll the careerists in OTR courses, component courses, and in courses at non-Agency facilities. Each of the Directorates and the Office of the Director has a Senior Training Officer who is the focal point for training activities within the Directorate and with whom instructors in OTR coordinate training matters.

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Chief, PDS

je

EXTENSION

3185

NO.

DATE

29 August 1974

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DDTR

8/29/8/30

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2.

3. DTR

17 Sept 74

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15.

You requested a briefing paper on the Office of Training to have available for outsiders. At your leisure would you review this and tell me whether this is what you had in mind. [REDACTED] did all the work on this.

Tom

Tom

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